



# Kukailimoku

154TH WING  
HISTORY OFFICE  
FILE # 2.48.386

## War God Of King Kamehameha I - 154 Group

Vol. 42 No. 03

Hickam Air Force Base  
Hawaii

March 9, 1996

### Hawaii Air National Guard Returns to Patrol Iraqi Northern No-fly Zone

More than 100 men and women from the Hawaii Air National Guard's 154th Wing deployed to Incirlik Air Base, Turkey on March 7, for Operation Provide Comfort II.

By 6:00 a.m., men and women from the 154 WG along with a few family members and fellow Guard comrades began to gather at the 15 ABW Mobility Processing Center. While Wing personnel were processing in, last minute records check and paying for their in-flight meals, all personal luggage underwent inspection by US Customs dog teams, including the cases of pineapples. Once the inspections were completed, the personal luggage and other loose cargo were loaded unto two pallets. Once this was completed, Wing personnel said their goodbyes to family and friends as they boarded the busses to take them out to the aircraft.

See PC2, Page 9

### HIANG Award Winners

For those of you who missed the HIANG Awards Banquet, the winners are ....

Airman of the Year: **SrA Timothy L. Archer, 293 CBCS**

NCO of the Year: **TSgt. Robert J. Santos, 154 AGS**

Senior NCO of the Year: **MSgt. Colosse Eliapo, 154 WG**

Company Grade Officer: **Capt. Reynold T. Hioki, 297 ATCF**

Field Grade Officer: **Maj. Mary Ooka, 169 ACWS**

Safety Awareness: **Capt. Michael B. Compton, 154 WG**  
Community Service

Award: **150th Aircraft Control & Warning Squadron**

Facilities Improvement: **169th Aircraft Control & Warning Squadron**

Outstanding Unit Award: **292d Combat Communications Squadron**

SrA Archer, TSgt. Santos, and MSgt. Eliapo are HIANG's nominees for the 1996 AF 12 Outstanding Airmen of the Year Program.

Congratulations to the winners and all the nominees for a job well done!

### Global Reach ... Global Power

by Lt. Col. Stan Osseman

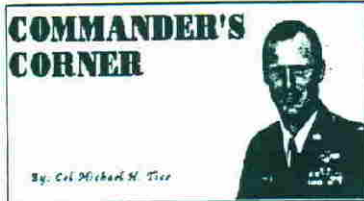
U.S. airpower is the quick reaction, long range force that the President needs to ensure that our strategic interests are protected world wide. Whether moving fighter aircraft, troops, cargo or strategic bombers, today's challenges demand that we do it in a matter of hours, not days. The HIANG is an indispensable element in the USAF mission of Global Reach and Global Power. Our front line combat elements supply the power, and our support and

combat support elements provide the reach. To that end, the 203rd Air Refueling Squadron's mission statement is "Global Reach...

Anytime...Anywhere," and we train for and perform the mission constantly.

One recent mission that demonstrated the viability of the Air Force's capability and the role that the HIANG plays was the "Global Power" exercise conducted on February 4th. Two KC-135 tankers from the 203rd accomplished a mid-ocean rendezvous with two B-2 "stealth" bombers from the

See 203rd, Page 9



*The Commander's Action Line is your direct link to me. It's your opportunity to get answers to questions you haven't been able to get through normal channels. This program is not a substitute for working within your supervisory/command chain, but a means of obtaining information that might not be available elsewhere. Inputs should be sent in a "puka" envelope to: 154th Wing/CC or may be phoned to the Action Line recorder at 449-2741.*

## Commander's Action Line

**QUESTION:** The dedication ceremony for the new AGE/Motorpool facility was held on Saturday, February 3, 1996. For quite sometime, we at maintenance were asked to purchase lunches in support of raising funds for the dedication of the ceremony. Some of us did. As it turned out, one had to be invited in order to attend the ceremony. Was it wrong for some of us who bought lunches in support of this ceremony to assume that we would also be a part of the celebration? If not, why were a lot of people excluded from the dedication ceremony, especially those who supported the fundraising?

**ANSWER:** Your point is well taken, and in the future we'll have to be more careful of the expectations we create. The functions surrounding the groundbreaking, dedication and blessing ceremonies for our

facilities are planned and executed by the users and have varied in scope depending on the unit involved, time of the day and day of the month, along with many other factors. As a rule, they are limited to the users and special guests. There is generally no funding we receive to make these events happen, with the unit members taking it on through fund-raisers, use of the unit's "Coke Fund" or a combination of both. I know the AGE/Motorpool folks were appreciative of your supporting their fund-raiser and I know they would have invited the whole Wing if they could have. It just wasn't practical in the case of this event.

**QUESTION:** During our recent deployment to Panama we had some difficulty with our orders and pay. To get people to volunteer for these real-world deployments, we need to take care of them. Our orders need to come earlier, like the previous drill. The real heartburn was about pay and travel vouchers. Orders needed to be amended because our return itinerary changed and we needed a non-availability certificate for time spent off base. These things weren't done in a timely manner and the first group got paid after the second. We have to seriously take a look at what's happening; we can't expect people to volunteer if we don't take care of them!

**ANSWER:** You're absolutely right! I've delayed answering this because we've worked hard to improve the

process for the current Provide Comfort deployment. I'm confident that people participating have and will see improvement. On the surface, the preparation and distribution of orders may appear easy, but there's many agencies that get involved, including the Guard Bureau, individual units, the Military Personnel Flight and the Comptroller, just to name a few. One of the keys to the travel voucher process is timely submission of a properly filled out form along with the required attachments. There are some "mass sessions" planned to accomplish these after folks return. I'm sure there'll still be room for continuous improvement; and in the spirit of "Quality Guard" we'll continue to do just that.

**QUESTION:** Presently, when a unit needs electronic equipment, such as a telephone answering machine or a FAX, they need to fill in an AF Form 3215 and wait until a 154 Wing review board is convened and reviews the request. Sometimes it may not convene for more than 30 days after the request. The result is a lengthy, time consuming process that affects the unit's ability to perform better and creates frustration. Why should a board decide the needs of the unit when they aren't familiar with their operational needs?

**ANSWER:** This process has recently been streamlined. Approval authority rests with the 154th Comm Flight commander, Lt. Col. Breedlove.

*Commander, Continued from Page 2*

The completed AF Form 3215 may be electronically forwarded to him via the LAN. Approval/disapproval normally occurs the same day. He forwards the form electronically within the Comm Flight for a document number and then it's returned electronically to the requester. The Comm Flight is required to be a part of this process as funds for computers and communications equipment flow through them as they provide a necessary "quality control" over configurations, vendors, contracts, etc.

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## Making PACAF Quality Air Force Assessments Meaningful and Useful

*by General John G Lorber,  
Commander, Pacific Air Forces*

Have you ever encountered a successful organization in which leadership fails to set the course for the future or ignores important improvement opportunities in critical areas? Have you ever seen a squadron survive that doesn't know its mission or what tasks need to be done? Have you seen a successful wing that isn't honest in assessing its own capabilities or where it needs to focus its efforts to be better? How about a staff that's increasingly effective and efficient in the face of smaller budgets and fewer people and

yet forgets to take care of the needs of the officers, airmen, and civilians within the organization? No, I'm confident you haven't. Organizations can't succeed or survive very long without vision, mission (a sense of purpose), and concern for their members—characteristics of leadership at its finest.

This leadership must be accompanied by a structured approach to continuously improve our military capability, whether that improvement is in the form of strategy, tactics, or equipment. We need well-developed, long-range plans that give us direction to focus our energies.

Quality Air Force Assessments (QAFAs) are those important vehicles which measure our success and assess our readiness. QAFAs are beginning to show some payoff for the intense time and effort it takes to conduct them. From airmen to general officers in my command, I witness a genuine commitment to inspiring trust, teamwork, and continuous improvement.

Our people truly realize their suggestions for process improvements will be heard and that we all have a stake in the outcome of our combined efforts. Every level of the command is setting goals, developing metrics, and, especially important, they are rewarding superior performance.

However, I sense a growing concern from members of my command that our QAFAs aren't providing us the data we

need to convince us we're continually improving our capability to do our jobs. I'm finding that the details of Quality Air Force Criteria are not widely understood; that is, understood beyond unit self assessment (USA) authors and commanders—understood down into the flights and out into the back shops. The criteria are more understood this year than last year, but we have a long way to go before understanding and subsequently accepting the criteria.

As we continue to simplify and tailor the Quality Air Force Criteria, PACAF will initiate some improvements to our QAFA format.

Like all our processes, QAFAs are subject to continuous improvement, too. We will continue at full speed on our flight path to implement the Quality Air Force approach emphasizing strategic planning and USAs. My Inspector General (IG) will continue to validate the USAs using Quality Air Force Criteria, but I have also tasked my IG to increase the level of compliance assessment and evaluate selected processes and programs down to the squadron level.

During my trips around the command, often I hear quality and compliance are incompatible. Nothing could be further from the truth. In fact, they should reinforce each other. Compliance with proven directives is critical to the way we do business. Much of what we do is inherently dangerous, so lives are at stake and, in other

*PACAF, Continued from Page 2*

instances, noncompliance could put us in jail. So we can't allow proven procedures, checklists, "tech" orders, and other areas to be open to "country option" to do our jobs any way that "seems right." It is imperative that we stick with the basics along with our attention to detail. Standardization is an important part of quality assurance. This does not mean that we stop looking for the better way. It does mean that once a better way is found, it becomes the new compliance standard.

We did a bottom-up scrub of our processes and programs to determine which areas should be looked at by the IG to provide more specific performance feedback—that's feedback in addition to our USA validation. Further-more, our people were not finding our QAFA feedback useful and meaningful. The majority still wondered, "How did we do? Are we making progress for all the effort we are expending?" Commanders were not comfortable that mission deficiencies as well as mission successes were being properly identified. We are now going to provide feedback in the form of a grade.

We will still score with the 1,000 point scale because we want to retain the scoring commonality of QAFAs with the other commands, but we will also give the wing a position as to where they stand in relation to other wings in the command. They will know if they are above, below, or right in the

middle of the pack. We will provide five-tier ("unsatisfactory" to "outstanding") ratings for selected programs and processes. Our units down to the squadron level will receive a five-tier score. This mission performance score will be a compilation of unit's processes and program scores as well as a subjective assessment of their quality progress.

The bottom line is you can't score well unless you're moving out with quality. We still have much refining to do, but improved QAFAs that are meaningful and useful to our people are critical to our progress.

In time, we should see a direct relationship between how well a unit does on its QAFA and how well it does on its operational readiness inspection because those same essential characteristics of every successful organization influence the success of both kinds of assessments.

There are many challenges ahead, but we have the right people to implement the changes. Our people are talented and motivated and, if we let them, they will build an Air Force that will continue to be the most respected in the world.

## HNGEA News

by CMSgt. Al DeRego, President

### HNGEA Executive Council Meeting

Date: Saturday, April 27, 1996

Time: 9:00 a.m.

Place: 203rd Maintenance Squadron, Conference Room, 2nd Floor, Hickam AFB, HI

The meeting agenda is as follows:

1. Call to Order
2. Roll Call
3. Correspondences
4. Minutes - January '96 Meeting
5. Treasurer's Report
6. Committee Reports:
  - a. Membership
  - b. Legislation
  - c. Resolutions
  - d. Bylaws
  - e. Scholarship Fund
  - f. Time and Place
  - g. Insurance
  - h. Fund-raiser
  - i. Awards
  - j. Other Committees

Break - 15 Minutes

7. Area VII, EANGUS (Legislative/President's Workshop after action Report) Conference
8. Unfinished Business
9. New Business
10. Adjournment

NOTE: Neighbor island members will be reimbursed for airfare at the meeting. Councilmembers are to contact President DeRego if you are not able to attend this meeting at 449-2130.



Aloooooooha! It's been awhile since I contributed to the Kukailimoku. Been up to my earlobes trying to get new employees settled in their new jobs, but that's the way it is... Before we begin, would like to welcome our new HIANG Commander, Brigadier General Dwight Kealoha. We've all been busy trying to give Gen. Kealoha a quick overview of the HIANG, it's people and what makes the HIANG unique. Good to have you aboard... Much has happened since I last wrote, so let's get on with what's been happening in the "Log Group"... The reorganization of the Logistics Group is finally under control (we hope) with most of the faces put in the right places. Now we focus on getting familiar with what our jobs are, who we are 'accountable' to/for, identifying our customers, and going through the process of developing checklists on how we as a Log Group must function in relation to the rest of the Wing, HIANG, ANG and Air Force. This is not an easy task but one which must be taken on in earnest if we are to enhance the respect and integrity we have come to enjoy in years past... The 154th Wing, (yes, that's what we are now) just recently completed a major deployment to Panama, participating in the drug enforcement program in that

country. This past week, over 100 people of the 154th Wing boarded a C-141 aircraft bound for Turkey as they participate in the Provide Comfort II program for the second year in a row, taking care of the no-fly zone over the Middle East. We had many folks who volunteered for this deployment for their second tour in Turkey as they do their part in keeping the peace in this 'real world' deployment. Our Mobility planners had to make last minute decisions as the charter aircraft selected to transport our folks could not make the trip, so in 36 hours, Lt. Col. Bill Josephson (154Wg/XP), MSgt's Dan Kiyohiro and Richard Shoda, and TSgt. Carole Furtado scrambled to get base support to get our folks off the ground via a C-141 aircraft. Some problems cropped up on base support which Dan and Richard worked around and the deployment was off and running. Outstanding job by the Plans & Programs office for making things happen... Our drill weekend is upon us again, but it should be in a slow pace mode because of all the people who have deployed. We must begin focusing on getting ready for our USA and ORI. Hope you are all participating in the process improvement and quality programs currently in place in the Wing. Many long hours have been expended to get our Vision, Mission and Goals established for all to see. Now we must make it all happen, and with everyone's help, we should be able to have a good working document for

us to live by. On the here today, gone tomorrow front... Lt. Col. Mick Melich will be leading a contingent of senior leaders (Lt. Col. Bruce Minato and Major's Terry Hudson and Ron Han) to a C-130 meeting in Dallas, next week. Lt. Col. Melich, himself just returned from a KC-135 LG meeting at the Guard Bureau last week. Taxing on the body and it is getting cold, so don't forget cold weather gear. Lt. Col. Minato is currently in Tennessee attending a Maintenance Commanders course and will fly into Dallas for the meeting. Maj. Hudson will be going to Alabama to attend a Maintenance class after the Dallas meeting. Maj. Bill Petti will be going to Tennessee for the Maintenance Officers school in April. CMSgt. Tommy Hirao will be going to the ANGRG to participate in the Strategic Planning conference the end of March.... Well, that's all I've got for now, but should have lot's more next month as the dust in my office begins to settle... Till next month, "If opportunity doesn't knock, build a door." (Milton Berle)... fhiga

## Chaplain's Corner

by Lt. Col. Walt Harris, Chaplain, 154 Wing

### Chaplain's Thoughts of Mind and Spirit

First, let me share how blessed I am to be back in the Air National Guard and especially in the 154th Wing! After serving as an Army pilot during the Viet Nam era, I began my Chaplain career in the Air National Guard, and it feels like returning "home". Home is where the family and the heart is, and that's what everyone experiences in the 154th - "Ohana". I am proud to be able to serve in your midst.

Each drill weekend, you will find a few thoughts of mind and spirit on these pages and I hope they will challenge us to further growth for God in service to his people here in Hawaii, our nation and the world.

One of the first things I have noticed about our unit and its people is the dedication, not only to its mission, but also to the community in which we live and work. This is a true mark of the spirit of service; a service that goes beyond ourselves.

The theme of the Air Force Chaplaincy this year is: "Serving In The Midst". Service comes from the word, servant and means more than to help, aid, assist or attend another. When we think of being a servant, we often shrink at the thought. It is only human to think of ourselves as master rather than being the servant. Servant has such a lowly

connotation, but in scripture, service means to minister. Israel, King David, the Prophets and, yes, Jesus, saw themselves as servants of the Lord. If a servant cannot be greater than his/her master then the reverse is also true: a master cannot be greater than his servant. Service offered on behalf of a master is more than a reflection, but in fact the master's hands and heart in the world.

When I first saw this new theme, "Serving In the Midst", I wondered what it meant and what the possibilities were for its use in my life. It is obvious that it has many meanings and many possibilities. But most of all, it reminds me that to serve is an ever present challenge to be the Hands and Heart of the Master. When Sister Theresa of Calcutta was asked how she could minister to (serve) and touch the disfigured, sick and hideous untouchables of the world day after day, she replied, "When I look into their eyes, I see the eyes of the Master". What I believe she really meant was: "When I look into their eyes, I see and know the Servant of God and Life". I give thanks for your service!

Again, I am blessed to be a part of you, "Serving In The Midst".

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## Youth Challenge

Help the youth of Hawaii become successful citizens by joining Youth Challenge!

The Hawaii National Guard's Youth Challenge Program is looking for volun-

teers to become Mentors for class 96-4, which started February 25, 1996.

Right now, this very successful program will be graduating more young people than they have role models to turn to for guidance during the second phase.

The commitment is very minimal, and with you, the positive role model, helping them complete this extremely difficult and highly structured high school diploma program, they are without a doubt headed for success! With your help, we are giving these youth "in at risk situations" another chance at life. Their future is so important.

This is your opportunity to help Hawaii's youth complete the one year Non-Residential phase of the program and become productive citizens of the community.

Take the challenge yourself and become a mentor - a small sacrifice - a great reward!

If you are interested in the HING's Youth Challenge Program, please contact SSgt. Alan Bergeson (mentor of three), Capt. Tamah-Lani Nakamoto or TSgt. Kathy Fritz at 733-4229 or FAX us at 733-4227.

A big MAHALO to those of you who are already Mentors. Your commitment is very real and so much appreciated.

## Fulltime Employment

These are the current vacant Federal Civil Service positions open for recruitment. You can read more about the position by checking with your orderly room for complete details or see TSgt. Phillips, Bldg 3400, Rm 210, Monday-Friday.

| JVA No.  | Position Title                  | Grade | Closing Date | Location                |
|----------|---------------------------------|-------|--------------|-------------------------|
| FY96-041 | Electronics Mechanic            | WG-11 | 11 Mar 96    | 297 ATFC, Barbers Point |
| FY96-042 | Logistics Management Specialist | GS-09 | 13 Mar 96    | 154 WG, Hickam          |
| FY96-043 | Aircraft Electrician            | WG-10 | 15 Mar 96    | 154 LG, Hickam          |
| FY96-045 | Elect Digital Computer Mechanic | WG-11 | 18 Mar 96    | 169 ACWS, Wheeler AAF   |
| FY96-047 | Telecom Specialist              | GS-09 | 26 Mar 96    | 154 WG, Hickam          |
| FY96-048 | Military Personnel Technician   | GS-07 | 28 Mar 96    | HQ HIANG                |
| FY96-049 | Elect Digital Computer Mechanic | WG-12 | 01 Apr 96    | 292 CCS, Kahului        |

## SABC

by 1LT. Stacy J. Harada

Self Aid Buddy Care (SABC) Instructor Classes will be conducted on:



**Initial Course** - March 9 from 8:30 a.m. to 12:30 p.m., classroom 3, building 3386 Weapons/Avionics. There will be no refresher class.

**Initial Course** - June 2 from 8:00 a.m. to 12:00 p.m., classroom 1, building 3416 Logistic Squadron.

**Refresher Course** - June 2 from 1:00 p.m. to 3:00 p.m., classroom 1, building 3416 Logistic Squadron.

**Initial Course** - Septem-

ber 8 from 8:00 a.m. to 12:00 p.m., classroom 1, building 3416 Logistic Squadron.

### Refresher Course -

September 8 from 1:00 p.m. to 3:00 p.m., classroom 1, building 3416 Logistic Squadron.

If you are interested in becoming an instructor for your section, notify your SABC monitor, they will notify me. All HIANG members should be certified in SABC. There are a few exemptions, if so, speak with your SABC monitor. Any questions, please page me at 841-4699, E-Mail, or call SSgt. W. Murray at 449-2461.

## Recruiting News

by MSgt. M. A. Geolina, Jr., Recruiter

The Hawaii Air National Guard has several units at different locations on Oahu. These locations include Hickam AFB, Wheeler AAF, Barbers Point NAS, and Fort Ruger.

We value your support in trying to fill the vacancies of these units, which include officer positions as well as enlisted. If you know of anyone who may be interested in one of these positions, please call the recruiting office. As you know, the best source of enlistments happen as a result of referrals from you, the unit member.

There are vacancies in communications as well as on the flying side of the house. Give your friends and relatives the same opportunities for training and benefits that you've enjoyed by becoming a member of the Hawaii Air National Guard. Call 449-5601 (Hickam office) or 671-1468 (Waipahu office) with your referral, today!!!

## UTA Dates for Fiscal Year 1996

April 13 - 14, 1996

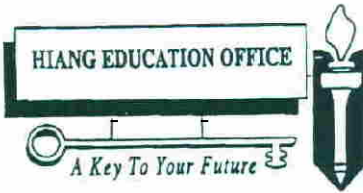
May 4 - 5, 1996

June 1 - 2, 1996

July 13 - 14, 1996

August 10 - 11, 1996

September 7 - 8, 1996



**Customer Service Hours**  
Monday-Friday 7:30 a.m. - 4:00 p.m.  
UTA 9:00 a.m. - 3:00 p.m.  
**Career Kokua Hours**  
Monday-Friday 2:00 p.m. - 3:00 p.m.  
or by appointment  
UTA 11:30 a.m. - 12:30 p.m. or by  
appointment  
**Location**  
Building 3415, 2nd Floor, MPF

**Information on the Tuition Waiver Program** - A lot of information is being published in school newspapers regarding the tuition waiver.

The Spring '96 semester is the last semester that you were able to utilize the HIANG state tuition waiver. At this time, improved proposals to the tuition waiver program is currently being fought in the state legislature. Your kokua is still needed! We may still need members to testify on the positive aspects of keeping this educational benefit. We are also looking for family members, e.g., spouses and parents that will favorably testify on behalf of keeping the tuition waiver. Please call our office at 449-7794 with your name and information on where you can be reached.

**NOTE: Be prepared for a short suspense time on testimony dates.**

**ESGR (Employer Support of the Guard and Reserves)** - If your employer or supervisor has been supportive in your civilian job regarding

HIANG training, you can nominate him/her for the local "My Boss is a Patriot" award. A luncheon to recognize your nominee is scheduled for September, 1996. If you are interested, please complete an application with your unit career advisor or call 449-7794.

**Montgomery GI Bill, Chapter 6106 Rate Increases** - Effective October 1, 1995, the MGIB Chapter 6106, formerly known as Chapter 106, had a rate increase by 2.9%. The new rates are available on a new information sheet and on the retention tack board. Additional questions may be directed to the state VA office at 566-1000.

HIANG members interested in applying for this educational benefit may contact 449-7794.

#### KUKAILIMOKU

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## BEELINE

by MSgt. Laura Masuda,  
Bioenvironmental Eng Svcs

### Computer Generated Eye Problems

The most frequent visually related symptoms reported by VDT (visual display terminals) workers include: eyestrain, headaches, near blurred vision, glare, eye irritation (burning, dryness, redness), contact lens discomfort, neck/shoulder/back pain, and blurred distance vision after doing near work.

**QUESTION:** *Is the person wearing multifocal lenses?*

Bifocals or progressive addition lenses are not designed for computer work since the computer screen is located at a different viewing distance and angle. Solution: a separate pair of glasses specifically designed for computer work. Before seeing the ophthalmologist, measure the distance from your eyes to the computer screen and the height of the computer screen relative to your eyes. This will assist the physician in determining the best prescription and lens design.

**QUESTION:** *Do screen reflections make it difficult to see the work on the screen?*

To eliminate reflection is to use an anti-reflection filter. Glass varieties are better than mesh types. Look for a filter that has the American Optometric Association's seal of acceptance.





PC2, Continued from Page 1

Brig. Gen. Dwight Kealoha was present for the departure and talked to a number of personnel as they stood in line while boarding the aircraft.

Their flight is to take them to Washington where the current plane's aircrew will be swapped, and then on to



SSgt. Escudero with family members prior to departure.

Iceland, Germany, and finally to Turkey. The men and women will be in the air about twenty-one hours.

When the aircraft lands in Germany, twenty-four members will remain behind. These maintenance and support personnel will be doing "phase inspections" on seven Air Guard fighter aircraft presently in Germany. This team will remain in Germany for the full deployment.

The remaining personnel, pilots, maintenance and support personnel who will be in turkey, will help to enforce the northern no-fly zone of Iraq.

This is the second time that the Hawaii Air National Guard has deployed to Turkey for Operation Provide Comfort II.

203rd, Continued from Page 1

509th Bomb Wing, Whiteman AFB, MO. providing them with enough fuel to accomplish their non-stop global flight to an undisclosed destination.

This refueling of the B-2 is just one of many opportunities that 203rd aircrews have had working with the Air Force's premier stealth aircraft.

Crews from Hawaii traveled to Edwards AFB, California two years ago to participate in test and evaluation of the B-2's aerial refueling systems with JP-8 fuel. The B-2 was also air refueled by Hawaii crews several times during the celebration of the 50th Anniversary of the End of World War II events, keeping 203rd members current in refueling the unusual looking stealth bomber.

Lt. Col. Darryll Wong, who flew two of the missions recently, said, "The B-2 produces a bow-wave similar to the C-5 Galaxy, a much larger airplane, so we can really feel the stealth's pressure in our own flight controls." "The boom operators have a real chal-

lenge," he added. "They are missing many of the traditional queues that come from more conventional airframes, there is no nose or tail." The stealth flies with a greater portion of its mass directly under the tanker, and any turns we make need to be very slow and smooth or we scare the boom operators and the bomber pilots, and risk the chance of dinging a very expensive airplane!"

The biggest problem with mid-ocean rendezvous with the B-2 was summed up rather well by Maj. Dalwyn Wong, navigator on one of the local refuelings, who said, "Hey, I can't get him on radar!"

## Interdenominational Worship Service

How about getting your Sunday UTA off to a great start? An interdenominational Christian worship service is held every Sunday UTA at 8:00 a.m. in the Wing Dining Room. Everyone is welcome! See you there!



Last minute records check at 15 ABW Mobility Processing Center.

## FY96 HIANG Sports Calendar

Basketball Tournament,  
POC's needed, May 17-19  
(subject to change)

Ahi Tournament - Kauai,  
contact MSgt. Pua Sugai, June  
26-28

Softball Tournament,  
contact TSgt. Liz Karosich, July  
28-29

Tennis Tournament,  
contact TSgt.



Blaine Kato,  
August 17-18  
HING  
VOLLEYBALL  
TOURNA-  
MENT  
PRACTICE  
SCHEDULE

HING Volleyball Tourna-  
ment Practice Schedule - The  
HING Volleyball Tournament is  
right around the corner! The  
scheduled dates are April 26-28  
at Klum Gym. Please contact  
the following division chairper-  
sons to coordinate practice  
times at Fort Ruger Gym.

Women Division - SSgt.  
Nani Mahaulu, 449-7930

Masters Division - MSgt.  
Jason Chun, 449-7920

Mixed Division - TSgt.  
Alvin Naumu, 449-7920

Open Division - MSgt.  
Jimmy Pahukula, 449-1201

Congratulations - HIANG  
VB Tournament Champions -  
The HIANG Volleyball Tourna-  
ment was held on March 2-3 at  
Klum Gym. The top four teams  
that placed in each division is  
automatically entered into the  
HING VB tournament in April.  
Congratulations to the winners  
of the following divisions:

Men's Open Div: 154th  
Comm Flt - Mark Savares,  
Kalani Kolii, Wain Iwaki, Chad  
Ashida, Victor Talamoa, Lem  
Palakiko, Abe Beddow, Hank  
Laguatan.

Mixed (Co-Ed) Div:  
154th LG - Red - Larnette  
Phillips, Nani Mahaulu, Fred  
Barboza, Boniface Geralde,  
Grant Suzuki, Jimmy Pahukula,  
Adrienne Martinez, Kaipo Sing.

Masters Div: Randy  
Hiyane, Art Takayama, Eric  
Kim, Jason Chun, Deo  
Agbayani, Steve Pagador,  
Kaipo Sing.

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## DEADLINE

Even though we've been  
advising everyone of the **dead-**  
**line** for the submission of  
articles for the Kukailimoku on  
a regular basis, we're still  
receiving articles *too late* for the  
next edition, and our staff has  
been graciously working over-  
time in order to get these *late*  
articles in. (We don't want to  
have to omit your article be-  
cause it was sent in *too late*,  
especially when it's *timely*.)

We need to remind our  
"reporters" again that we have  
a **deadline** for the submission  
of articles for publication in the  
next drill's edition. This is  
usually on Friday, one week  
before drill.

We have set a submission  
**deadline** to allow enough time  
to enter, edit and lay out the  
stories and photos and get the  
paper to the printer so it will be  
ready on time for our readers  
on Saturday's drill. If we don't  
set a **deadline**, the

Kukailimoku simply won't be  
out in time to reach everyone.  
Why Saturday instead of  
Sunday? Because some  
articles are about activities  
happening on Saturday, plus  
some folks won't get it on  
Sunday if it isn't distributed on  
Saturday. So please help us  
out and get your articles in on  
time. If it is for publication the  
drill after next, or it isn't *timely*,  
please indicate that it can be  
run at any time.

Please submit your  
article(s) for the April 13th  
edition to the 154th Wing Public  
Affairs Office, Room #210,  
Building #3400, by noon on  
Friday, April 5th. You may  
place your article(s) in a "puka"  
envelope and mail it to 154  
WG/PAO. If it's small, you can  
FAX it to 154 WG/PAO at 449-  
7740, or you can E-Mail it to  
S.Thomas@CC@154GP.

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## Wing Survey Results

The 154th Wing Quality  
Council met on March 6 to  
review the results of the Wing  
Culture Survey. The purpose of  
the survey was to assess  
Wing-wide attitudes on areas  
covering workplace environ-  
ment, job satisfaction, mission,  
communication, and leadership.  
The survey is to provide senior  
leadership with direction and to  
focus on specific areas that  
need improvement.

A summary of the survey  
is printed on the last page of  
this newspaper, with complete  
results on the LAN.

## Quality News

by Maj. Galen R. Yoshimoto,  
154th Wing Quality Advisor

### INTEGRITY

General Fogleman, speaking to the Cadet Wing at the United States Air Force Academy, cited *integrity* as "**one of the hallmarks of the military professional.**" He said, "As a practical matter, it's important that Air Force officers demonstrate integrity because of the nature of the business we're engaged in."

"We belong to a very special profession — the profession of arms. The United States Air Force exists for one reason and one reason alone. That is to fight and win America's wars when called upon to do so — that's our core expertise. It's what allows us to be called professionals."

"We're entrusted with the security of our nation. The tools of our trade are lethal. And we engage in operations that involve risk to human life, and untold national treasure."

"Because of what we do, our standards must be higher than those of society at large. The American public expects it of us — and properly so. In the end, we earn the respect and trust of the American public because of the integrity that we demonstrate."

"We also ascribe to what the noted British soldier-scholar, General Sir John Hackett calls the 'unlimited liability' clause. Simply said, in the pursuit of the profession of arms, if you are called upon to lay down your life for your country, for your family, for your

fellow Americans ... you're expected to do so. And it is no big thing. It is just a part of this profession that you've embarked upon. No other profession entails such a commitment."

"When we ask those whom we lead to take such an oath and to accept 'unlimited liability,' it's essential that the leaders in this profession of ours possess an absolute bedrock of integrity and self-discipline.

"It must be so, such that you assure your troops they will not be used in a frivolous or wasteful manner, and you sustain the trust of the American people who count on us to take good care of the nation's most treasured resource, its sons and daughters. In this manner, ***integrity provides the basis for the mutual trust, the confidence, and the esprit that is so critical to the effective operation of a military organization.***"

"In practice this means you must demonstrate the utmost integrity and honesty in everything you do — on duty as well as off duty. You must be straight forward in your dealings with superiors and subordinates alike. You must set the example of principled behavior for all to observe. And you must do the right thing, even when no one is looking."

"It is this example that inspires troops to demonstrate similar integrity and self-sacrifice. When they know your word is your bond, then confidence and trust will permeate the outfit. On the other hand, nothing destroys an outfit's

effectiveness quicker than a lack of integrity on the part of its leadership."

"Air Force officers must create an honest and open atmosphere within their units. Their troops must feel comfortable in coming to them with bad news as well as good news.

And leaders should report the good, the bad, and the ugly up the chain to their superiors. It's much better for your boss to find out about problems directly from you, rather than after the fact when you've failed in a mission or unnecessarily endangered lives or resources."

"We must also clearly establish the standard within our units that Air Force people do the right thing. We don't pencil-whip training requirements, we don't violate tech data, we don't falsify documents, and we don't make inaccurate reports — the bottom line is we don't lie."

"For example, when an NCO or a maintenance officer signs off a write-up in the aircraft forms, the crew accepts their word — their signature — that the aircraft is safe and ready for flight. This is an act of trust and faith. Inevitably, a failure to comply with established requirements and procedures unnecessarily places at risk lives, equipment and operations."

"We can ill afford such behavior in a business like ours that deals in lethal instruments and the lives of people. There is no substitute for honesty and integrity in our profession. What we do is just too important."

# 154 WING CULTURE SURVEY RESULTS

## FREQUENCY OF RESPONSES AND AVERAGES.

| NO<br>RESPONSE | STRONGLY<br>DISAGREE | DISAGREE | SLIGHTLY<br>DISAGREE | NEUTRAL | AGREE | SLIGHTLY<br>AGREE | STRONGLY<br>AGREE |
|----------------|----------------------|----------|----------------------|---------|-------|-------------------|-------------------|
| 0              | 1                    | 2        | 3                    | 4       | 5     | 6                 | 7                 |

### SECTION 1. WORKPLACE ENVIRONMENT.

|  | AGREE%          | AVG |
|--|-----------------|-----|
|  | (RESPONSES 5-7) |     |
| 1. UNIT IMPLEMENTS SUGGESTIONS/IDEAS                 | 43              | 4.1 |
| 2. UNIT WILLING TO CHANGE POLICIES FOR QUALITY       | 51              | 4.7 |
| 3. SUPERVISOR SHOW HE/SHE WANTS ME TOSUCCEED         | 80              | 5.7 |
| 4. SUPERVISOR SHOWS CONFIDENCE IN MY ABILITY         | 83              | 5.7 |
| 5. UNIT AVOIDS DUPLICATION OF EFFORT                 | 47              | 4.2 |
| 6. SUPERVISOR ENCOURAGES I.D.OF NON-PRODUCTIVE WORK. | 57              | 4.7 |
| 7. COOPERATION AND TEAMWORK EXIST IN MY UNIT         | 74              | 5.3 |
| 8. UNIT'S WORKLOAD IS FAIRLY DISTRIBUTED             | 58              | 4.6 |
| 9. UNIT HAS CLEARLY DEFINED GOALS                    | 70              | 5.1 |
| 10. UNIT GOALS/OBJECTIVES ACHIEVABLE                 | 74              | 5.3 |

### SECTION 2. JOB SATISFACTION.

|  |    |     |
|--|----|-----|
| 1. I KNOW WHAT IS EXPECTED CONCERNING MY JOB             | 89 | 5.9 |
| 2. MY DUTIES MATCH MY JOB DESCRIPTION                    | 78 | 5.3 |
| 3. JOB PERFORMANCE ACCURATELY MEASURED AGAINST STANDARDS | 69 | 5.1 |
| 4. I RECEIVE CONSTRUCTIVE FEEDBACK ON JOB PERFORMANCE    | 72 | 5.1 |
| 5. MEETINGS ACHIEVE THEIR PURPOSE                        | 56 | 4.5 |
| 6. I HAVE THE RESOURCES I NEED TO DO MY JOB              | 67 | 4.8 |
| 7. I ENJOY MY JOB  | 82 | 5.7 |

### SECTION 3. MISSION

|  |    |     |
|--|----|-----|
| 1. I KNOW MY WING'S MISSION  | 68 | 4.9 |
| 2. I KNOW MY WING'S VISION   | 64 | 4.8 |
| 3. I KNOW MY WING'S VALUES   | 63 | 4.8 |
| 4. I KNOW HOW MY WORK CONTRIBUTES TO MISSION ACCOMPLISHMENT        | 83 | 5.6 |
| 5. UNIT'S KEY PROCESSES ACCURATELY MEASURE SERVICE/PRODUCT QUALITY | 56 | 4.5 |

### SECTION 4. COMMUNICATION

|  |    |     |
|--|----|-----|
| 1. UNIT HAS EFFECTIVE COMM CHANNELS                                | 56 | 4.4 |
| 2. SUPERVISOR ASKS FOR INPUT ON DECISIONSTHAT EFFECT ME            | 74 | 5.2 |
| 3. SUPERVISOR USES GROUP MEETINGS TO DISCUSS PROBLEMS/SOLUTIONS    | 75 | 5.3 |
| 4. SUPERVISOR PROVIDES INSTRUCTIONS                                | 75 | 5.3 |
| 5. SUPERVISOR TELLS WHAT'S GOING ON AT HIGHER LEVELS OF LEADERSHIP | 70 | 5.0 |
| 6. I RECEIVE RECOGNITION FOR DOING MY JOB WELL.                    | 70 | 5.1 |

### SECTION 5. LEADERSHIP

|  |    |     |
|--|----|-----|
| 1. I HAVE CONFIDENCE IN MY UNIT'S LEADERSHIP                       | 65 | 4.8 |
| 2. SUPERVISOR SHOWS CONFIDENCE/TRUST                               | 76 | 5.4 |
| 3. SUPERVISOR INFORMS ON PROGRESS TOWARDS GOALS                    | 71 | 5.1 |
| 4. SUPERVISOR ASKS FOR FEEDBACK ON OPERATING IMPROVEMENTS          | 72 | 5.1 |
| 5. LEADERSHIP STYLE PROMOTES TRUST/TEAMWORK/CONTINUOUS IMPROVEMENT | 71 | 5.2 |
| 6. SUPERVISOR INTERESTED IN CONTINUOUS IMPROVEMENTS                | 68 | 5.1 |